

Marketing Our Co-operative Advantage



MOCA

Tom Webb
Global Co-operation Consulting
for
Co-operative Federation of Victoria Ltd
MOCA Workshop
14 May 2001,
Warrnambool, Victoria

Marketing Our Co-operative Advantage

On the 14 May 2001 the Co-operative Federation of Victoria Ltd organised a Marketing Our Co-operative Advantage workshop at the Sundowner Mid-City Motor Inn, Warrnambool, Victoria.

The Program Leader was Tom Webb—a Canadian educator with more than 20 years experience in the co-operative sector including consulting to co-operatives and governments in Canada, the USA and UK.

The Co-operative Federation of Victoria Ltd believes that there is a co-operative difference that creates a co-operative advantage in the market

David Griffiths
Chairman
May 2001

What follows are copies of notes and Powerpoint presentations prepared by Tom Webb, Global Co-operation Consulting, for the workshop:

MOCA Handouts 1—16

MOCA Australia 1—23

MOCA Research 1—17

MOCA – The Workshop

Tom Webb
Global Co-operation Consulting

Marketing Our Co-operative Advantage. The objective of this workshop is to explore how we think about co-operatives and marketing. MOCA is based on a belief that there is an enormous opportunity to be had by co-operatives if their marketing reflected their pride, not only in the particular products and services they sold, but in who they were as co-operatives. **In any transaction to meet our needs, the transaction should be different if it is based on co-operation.** Marketing is no different! The co-operative nature of the transaction is its strongest value added. Because a co-operative is a group of people working together to meet their needs, all transactions should reflect an openness and trust not possible if each party is out to benefit at the expense of the other. This is the co-operative advantage! We believe that the time has arrived when co-operatives have to rethink every aspect of what they do in response to a rapidly changing world. This Workshop will help your co-operative rethink marketing.

Welcome to Marketing Our Co-operative Advantage

Welcome to *Marketing the Co-operative Advantage*. The objective of this workshop is to explore how we think about co-operatives and marketing. We will do that by sharing with you some thoughts and insights that came out of conferences held in Boston in November 1995, 1996 and 1997 and numerous workshops held in Canada, the USA and Europe.

The conferences are based on a belief shared by the Co-operative Development Institute of Greenfield Mass., and Global Co-operation Inc., that there is an enormous opportunity to be had by co-operatives if their marketing reflected their pride, not only in the particular products and services they sold, but in who they were as co-operatives. **In any transaction to meet our needs, the transaction should be different if it is based on co-operation.** All co-operative transactions should reflect an openness and trust not possible if each party is out to benefit at the expense of the other. This is the co-operative advantage! We believe that the time has arrived when co-operatives have to rethink every aspect of what they do in response to a rapidly changing world.

The starting point for creating exciting marketing is to begin with an understanding of your environment. Global challenges and trends more and more set the tone on 'Main St.' Globalisation is not happening out there somewhere, it is happening on Main St. These trends are fundamentally changing our world. It is within the context of these trends that we must act to ensure the improvement and growth of co-operatives in our world. *Marketing Our Co-operative Advantage*, as part of the education role of co-operatives, is no exception! The strengths that come from being a co-operative are the starting point in any discussion of marketing or any other business strategy.

Co-operatives need to reflect on key questions.

- I know what marketing is for an investor driven enterprise, but what does it mean for a co-operative?
- If co-operatives are committed to education what is the relationship between co-operative education and marketing?

Great marketing learns from what others are doing. Great MOCA is no exception! Not in copying their work, but by learning from it in a way that is consistent with who co-operatives are. What are the tried and true marketing concepts that work and what can we learn from them? Great marketing also depends on research. It is important not only to believe in ourselves, but also to understand how others see us, how they will filter our message and how receptive they are to that message. Finally, we need to ask, "How has this worked for others?" That is what *Marketing Our Co-operative Advantage: The Workshop* is all about!

Marketing Our Co-operative Advantage - The Workshop

Global Challenges

The emergence of the global economy - We have always had a "global economy," but today it reaches every enterprise on every main street in every community in our world. Forty years ago people in our communities got their groceries from small family merchants supplied by family-owned wholesalers. Co-operatives were often the leaders with vertical integration, owning their own wholesale. Today the co-operatives are still vertically integrated, but their competitors have surpassed them integrating from the farm gate through processing to the retail shelf. They have gone beyond that and horizontally diversified into movie theatres, manufacturing, car rentals, real estate and many other ventures across provincial and national boundaries. Co-operatives, slow to include workers in mutual self help, have fallen behind.

The mobility of Trans-national corporations and capital has expanded enormously with the proliferation of free trade arrangements and new computer technologies. The end of the cold war has greatly expanded the reach of Trans-national corporations. Corporations move to where their costs of production are lowest, especially labour, environmental and regulatory costs. Corporations, themselves fearful of global competition, are seeking to lower their risks through strategic alliances and mega-mergers. There is often more 'co-operation' between corporations than between co-operatives!

The looming ecological crisis threatens water supplies, climate and even human reproduction. For the sixth time in the history of our planet the diversity of life forms is declining rather than expanding. This is the first time that the decline is due to human activity. We are trapped in a dilemma. Do we stop the activity that is destroying the ecology we depend upon for survival, or do we make fundamental changes in how we go about providing ourselves with our needs?

The technology explosion means fewer people working to produce more. There is a virtual and a real explosion of goods and information. The computer you buy today is out of date by the time you get it out of the box. We hardly understand the complex social and economic impacts of the technologies we adopted a decade ago, much less the dozens of new ones we will have tomorrow. New technologies are developed not primarily to meet human needs but to enhance profit margins. Technology both amazes us and scares us.

The retreat of government from public ownership, social programs, direct economic intervention and regulation signals a decline in the ability of people to influence social and economic decisions through organisations based on the principle of one person, one vote. The massive cuts to education, health care, social programs and other government services, have reduced the well being of middle class and poor Canadians. Privatisation has removed government entirely from some areas of activity and cuts have forced services such as education to rely more and more on corporate giving. The retreat of government through cuts and privatisation is connected with the spreading global agreements on trade.

Growing crisis in the distribution of wealth. In 1990, 20% of the world's population received 82.5 percent of the world's income. Today they receive more than 85.2%. The bottom 20% receives 1.4% of world income; the bottom 40% gets about 3%; the bottom 60% receives less than 10%. In 1990, 358 billionaires controlled more than 45% of the world's wealth. Today just over 365 billionaires control more than 50% of the world's wealth. In Canada, a generation ago, the market income of the richest 10% of our families was twenty-one times greater than the market income of the poorest 10%. A ratio of 21:1. Today the ratio is 314:1. The gap is widening.

The rise of the market place and corporations as social and economic decision-makers is the other side of the 'retreat of government' coin. As government funding to education decreases, educators from elementary schools to universities replace funding by taxation with funding by donation. This change represents a massive power shift to decision-making structures based on the **principle of one dollar/one vote**. Given the prevailing trends in the distribution of wealth, this shift in decision-making based on wealth raises questions about the health of our democracy.

It is a mistake to see these trends as separate and independent from each other. To a large extent the trends gain momentum from each other. Much of the new technology is developed through corporate funding, either in-house or at universities or even government research facilities. The technology is designed to benefit those who pay for its development, not society as a whole. The ecology has no dollars and therefore no vote. As the decision-making power of the wealthiest 20% increases, the distribution of wealth continues to worsen. Amidst the explosion of material wealth and leaps forward in scientific knowledge, poverty is rising and democracy shrinking. In the words of Charles Dickens, "It was the best of times. It was the worst of times."

Marketing Our Co-operative Advantage - The Workshop

Some Key Strengths of Co-operatives

Co-operatives are an alternative way to organize business. There is a sense that all is not well and that we need new ideas for the next century. People are distrustful of both governments and corporations and worried about the future. Co-operatives have a friendly positive image, even if many do not really understand them.

What sets co-operatives apart is that their values and principles are forged as part of their structures, while investor-driven business depend upon who is in charge today for values other than maximum return on invested capital. Co-operative structures, values and principles push members and managers to reflect on the ethics of their decisions. The structure of investor-owned enterprise pushes workers and managers to place the bottom line ahead of values. There is a hunger for values and principles. Co-operatives can turn their values and principles from a perceived liability in the market place to a coveted strength.

As people-based businesses, owned from the bottom up, they are focused on community needs and are well placed to offer hope. They give people a chance to do something positive, to take actions which can improve their lives and communities. They put decision-making as close as possible to the community and make community benefit a consideration in the decision-making process.

As democratic enterprises, co-operatives offer peoples an opportunity to build a new balance into their societies. The one dollar, one vote market place can be countered by bottom-up economic democracy. Co-operatives cannot bypass the market, but they can soften and balance its decisions.

As enterprises with multiple bottom lines, co-operatives can be financially sound while being structured to respond peoples concerns about the ecology, community survival, fairness, and community responsibility.

The co-operative commitment to education increases the ability of co-operatives to cut through the alienation sweeping our populations.

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Marketing vs. Co-operative Education

For years, many consumer co-operatives did no advertising at all. Many co-operative leaders saw advertising as one of the costs co-operatives did not have to carry because their members believed in their co-ops - that is why they joined them! Many co-operators thoughts about advertising were summed up in the somewhat cynical line, "I know what advertising is - it is the way big companies tax you on what you buy so they can lie to you about what you bought."

Especially with the advent of television, co-operators began to see that advertising was having an impact on their members. Second and third generation members forgot the advantages of co-operatives and why they were created. Creative advertising with heavy coverage was educating members to see co-operatives from the perspective of the marketplace. Advertising was having an enormous impact even to the extent of changing people's attitudes. More and more North American society began to measure well being by how much we owned and by whether or not we had the best of this product or that service.

Key Questions for Co-operators

1. Is marketing education? What are people learning from advertising?
2. Is marketing all there is to education?
3. What happens if you give one message for your marketing and merchandising and another in your education programs? Do these messages cancel each other out or make co-op members cynical?
4. If the people who work in your co-operative and your members do not have a really good understanding of what a co-operative is, do you dare base your marketing on your co-operative advantage?
5. If your members or workers criticise your co-operative for straying from co-operative principles and values, what happens when you market your co-operative advantage?

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Key Marketing Opportunities

Let me suggest four major marketing opportunities for co-operatives:

Making TRUST the core and soul of all member relations, and member, management and Board education programs, marketing, merchandising,

See marketing and merchandising as a vital form of education. Marketing based on manipulation can lead to alienation, but when it is used to inform and empower, it leads to trust. Co-operatives commitment to education is unique enterprise strength.

Use character/values marketing that fits comfortably with the commitment of co-operatives to education and their value base.

Use relationship marketing. One of the most powerful tools available for co-operatives - a real, rather than a contrived characteristic that enhances their character.

The challenge for co-operatives is to respond thoughtfully and creatively to the question: **I know how it is done in corporations, but how is it done in co-operatives?** □ This is the key to *Marketing Our Co-operative Advantage*.

Relationship Marketing seeks to create a relationship and loyalty between an enterprise and the people it serves. We see it every day in frequent flyer clubs, preferred customer clubs, and even motel chains. For investor-owned enterprises, the relationships are largely contrived. For co-operatives, the relationship exists and is fundamental and real.

Character Marketing is marketing that flows from the nature of your business and the values and principles you cherish. Ben and Jerry's Ice Cream and the Body Shop are both regarded as strong character marketers. For example, Ben and Jerry's hires an independent outside analyst to do a social audit which they publish in their annual report and which always includes a critique of where they have fallen short on their proclaimed character.

Co-operatives can be a source of hope in a world that is becoming increasingly nervous. But co-operatives too have an alternative – they can become more and more like their competition. *Marketing Our Co-operative Advantage* makes good business sense and makes co-operatives increasingly part of the solution.

Ironically, co-operatives generally do not have strong records as relationship or character marketers. This does not have to be so. **Character marketing strengthens co-operative relationships. Relationship marketing flows from the co-operative character. Together character and relationship marketing are a powerful combination. Used by co-operatives, their power is enormous. The co-operative advantage of having a real basis for trust can be enhanced and brought to fruition by this powerful combination of relationship and character education that includes marketing!**

Some Important Questions

Can co-operatives shift to marketing based on trust or community based economics over night? No! The supply and merchandising practices that prevail in most industries are not based on co-operative values, community based economics and trust. The grocery and retail trades are excellent examples. Any transition needs careful analysis of the threats, problems and obstacles to be overcome at the store and retail levels, both from the supply side and the 'consumer expectation' side.

Can a co-operative just jump right in and advertise trust or friendly service? Not unless they are prepared to deliver! Saying you will deliver and failing to do so is the kind of betrayal that people forget slowly. It also has an impact on workers as well as members or buyers.

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Image Marketing vs. Character Marketing

Image Marketing Characteristics

What they want people to believe

Focus on competition

Exaggerate trivial differences

Conflicting multiple brands

Selling brand

Narrow information flow

Relies on paid advertising

Brand/product defines you

Promote contrived relationships

Unique selling point often copied

Contrived message can create cynicism

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Image Marketing vs. Character Marketing

Character Marketing Characteristics

Who we really are - Improved reality not image

Focus meeting peoples needs

Reveal significant differences

Meeting needs with coherent brands

Selling co-operation and trust

Open about who we are and what we do

Can use public relations to pass on your message

You define product to serve members

Promote real relationships

Unique selling point truly unique to co-operatives

Real messages improve worker performance and member relations

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The Research

Would Marketing Our Co-operative Advantage be an attractive idea if people thought that co-operatives were a bad idea? If the idea were completely discredited in public eye, the clear answer would be “forget it.” If public perception were generally not strong either way, it would indicate the opportunity still existed to win over people’s hearts and minds to a good idea. If people were fairly favourable, it would represent an opportunity for co-operatives to take advantage of the favourable impression to increase their ability to offer people an alternative.

So what are some of the messages from the research?

- The values that underlie co-operation are valued by people around the world.
- People like co-operatives and credit unions.
- The understanding of co-operatives is wide spread, but shallow.
- A high percent of people would prefer to buy from co-ops and buy co-op products other things being equal.
- Many co-operatives are not recognised as being co-operatives and their products are not seen as co-operative products.
- People think co-operatives and credit union are needed in today’s society.
- Co-operatives are seen as being a greater benefit to communities than their competitors.
- People rate non-operational benefits of co-operatives highly, but awareness of them is low.

Our market research tells us that people have faith in our co-operatives. For the most part, that faith is well placed. Marketing what makes us unique has a broad appeal to people whether they live in Canada or the United States, Europe, Africa or Asia, north or south, east or west. If co-operatives can make the creative leap to connect their reality with peoples needs they can grow and prosper. Copying what corporations do may from time to time bring short run success, but in the long run undermines who you are and makes *Marketing Our Co-operative Advantage* less successful and more uncomfortable.

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Conclusion

Trends sweeping our planet make co-operation a more and more attractive alternative. The values, ideas and strengths of co-operatives are more relevant now than they were fifty years ago. Market research tells us people are generally quite positive about co-operatives in spite of our modest track record in marketing and education. Case studies show that when co-operative values are made the core of our marketing, it works!

If co-operatives have the courage to focus on who they are, those who work in co-operative enterprises will have a clearer sense of whom they work for and how to make their enterprises more truly co-operative. That in turn will appeal even more to those millions of people who value co-operatives and what they stand for. The more co-operatives that ***Market Our Co-operative Advantage***, the more momentum and credibility it will have. Co-operatives will have unleashed a positive spiral of co-operative potential.

So there you have it! Co-operatives and credit unions exist in a rapidly changing world full of dangers and opportunities. They have a set of values and a reality that has much to offer to make that world a better place for our children and ourselves. Co-operatives don't perfectly live up to the potential of the vision their founders had. They are never the less still owned by the people from the bottom up. They are significant players in our social economy. They are the best tools people have to gain more control over their future. Co-operatives may have a long way to go before we could ever claim to be perfect, but they are by far the best hope our children have and they have done much in which they can take enormous pride.

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What are the strengths of co-operatives that make them an attractive alternative in light of global trends?

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

Worksheet # 1

Marketing Our Co-operative Advantage - The Workshop

Marketing, Merchandising and Education

- 1. Does Your co-op's marketing/merchandising inform or manipulate?**

- 2. How much does your co-operative spend on marketing, merchandising and education?**

- 3. Can marketing/merchandising educate?**

- 4. Can education market/merchandise?**

Worksheet #2

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The Research

- 1. What are the most important messages in this research from your perspective?**

- 2. How can these ideas be used to change how we market, merchandise and educate at the local store level?**

- 3. At the regional/national level? Between different types of co-operatives?**

Worksheet # 3

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Ideas from the Case Studies

- 1. What were the most creative ideas that communicated co-operative values in the ads from United, Citrus World, CUNA, BC Credit Union, ads in the handouts?**

- 2. How can these ideas be adapted and applied to education, marketing, merchandising and member relations in our co-operative?**

Worksheet # 4

Marketing Our Co-operative Advantage



Welcome to:

MOCA Australia

Global Co-operation and Cooperative Life

Marketing Our Co-operative Advantage

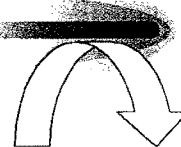
Agenda

MOCA
Globalization &
Co-ops

Education
Marketing &
Co-operation

Case
Studies

MOCA
Research



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Global Co-operation and Cooperative Life

Marketing Our Co-operative Advantage



Exploring the Concept

- Moca Content
- Group Learning (later)

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MOCA Content

- Global Challenges
- Strengths of Co-operation
- Education, Marketing and
Co-operation

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MOCA Content

- Marketing Concepts
- Market Research
- Case Studies

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Globalization driven by:

- Transnational corporations with single bottom lines...
- Spiraling technology...
- Rapid capital mobility...

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Globalization is characterized by:
Unprecedented Wealth Creation

- Enormous production
- Record sustained growth
- Expanding product range
- Communication revolution

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But there Are Side-Effects:

- Ecological deterioration
- Growing income disparity
- Erosion of democracy

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Ecological Deterioration

- Global warming/climate change
- Air and water degradation
- Earth's sixth decline in species diversity - a human impact.

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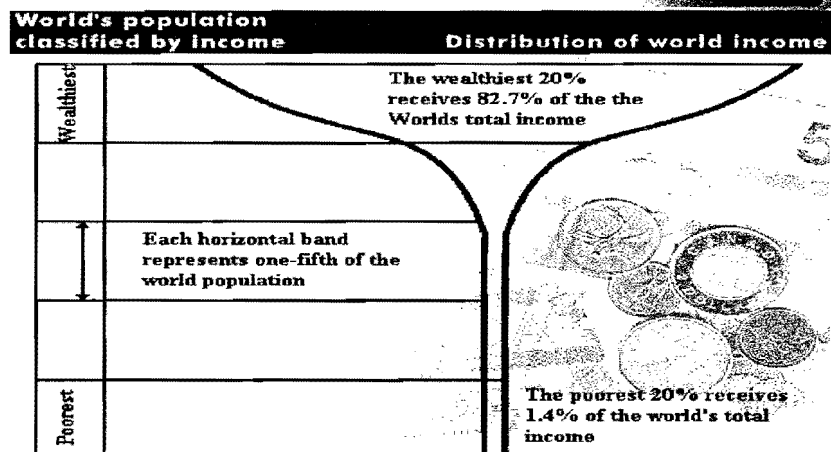


Growing Income Disparity

- Between rich and poor nations
- Between rich and poor people within rich and poor nations

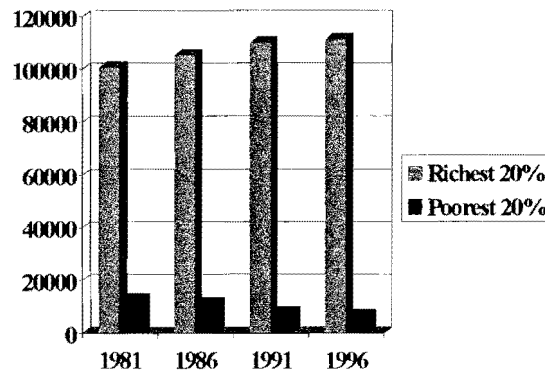
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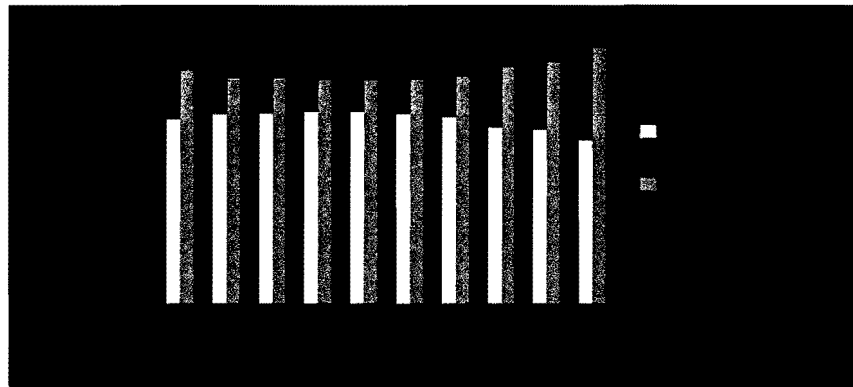


Market income of
richest 20% of
Canadian families
compared to
poorest 20%
-GAP 1999

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Globalization, Co-operation and the Role of Management

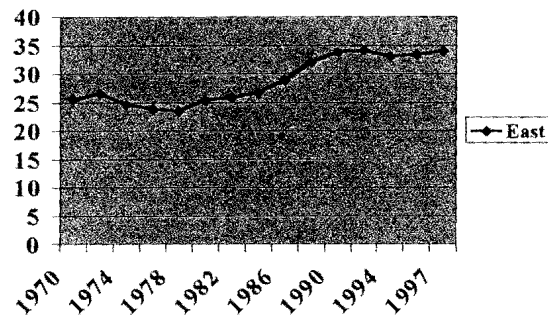
Distribution of Income in USA



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Distribution of Income in United Kingdom



**Gini Coefficient of
income inequality**

0 = perfect equality

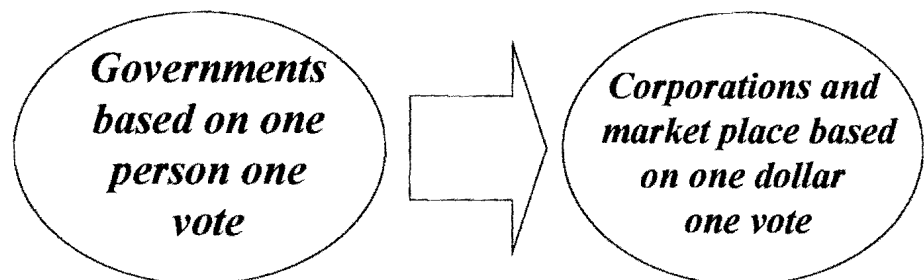
**100 = Perfect
inequality**

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Erosion of democracy

Shift in Decision Making



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Are The Side Effects Interrelated?

- Ecology has no dollars
- Top 20% out vote bottom 80%
- Technology is created for...?
- Deregulation benefits ...?

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*How depressing – poor
us!*

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Discussion

- What strengths of co-operatives respond positively to global trends?

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Thoughts from the tables

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Some Strengths Others See

- | | | |
|-------------------------|---|---------------------|
| • Economic Democracy | | • Ecology Sensitive |
| • Community Based | | |
| • Multiple Bottom Lines | → | • Income Fairness |
| • Fair Trade | | • Trust |
| | | • Work Conditions |

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***Marketing Our Co-operative
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We continue at 10:45

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Advantage***



***Marketing, Education
and Co-operation***

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The key question:

***“I know how marketing is
done in corporations but how
is it done in co-operatives”***

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**Co-operatives are committed to
education:**

- **Does co-op marketing inform or
manipulate?**
- **Do co-ops spend more on education
merchandising or marketing?**

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Co-operatives are committed to education:

- **Can marketing educate?**
- **Can education market?**

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Relationship Marketing

‘Creating a relationship and loyalty between an enterprise and the people it serves or its customers.’

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Character Marketing

‘Marketing which flows from the nature of your enterprise, your values and the principles you cherish.’

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• **Image**

- Contrived Image
- Focus on Competition
- Exaggerate Trivial Differences

Character

- Improved Reality
- Focus on Peoples Needs
- Reveal Significant Differences

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• Image

- Conflicting
Multiple Brands
- Selling Brands

• Character

- Meet Needs With
Coherent Brands
- Selling Co-
operation and Trust

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• Image

- Brand Defines You
- Unique Selling
Point Often Copied

• Character

- Members Define
Product
- Unique Selling
Point Really Unique

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Image

- Contrived
Messages Create
Cynicism

Character

- Real Messages
Instill pride in
Farmers and workers

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Image

- Use information
to manipulate
- Promote contrived
Relationships

Character

- Use information
to educate
- Promote Real
Relationships

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The *MOCA* Opportunity

Co-operatives are is:

- **People working together to meet their needs**
- **It is based on transparency and trust**
- **People can trust their Co-op.**

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The *MOCA* Opportunity

- **People value communities**
- **People value democracy**
- **Millions belong to co-ops and credit unions**

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The *MOCA* Opportunity

- Link marketing/merchandising and Co-operative Education;
- Shift from image to character marketing

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The *MOCA* Opportunity

- Create relationships between diverse co-ops
- Combine character and relationship marketing to educate and create trust

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The *MOCA* Opportunity

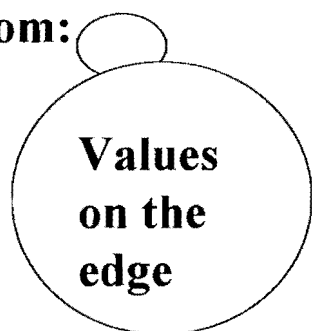
- To apply Co-operative values to every part of the operation of your co-operative so that it can gain its business strength from those values.

Global Co-operation and Cooperative Life

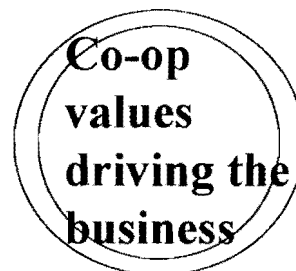
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From:



To:



The *MOCA* Opportunity

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Buzz Time Again

- **What are MOCA Opportunities in Australia?**

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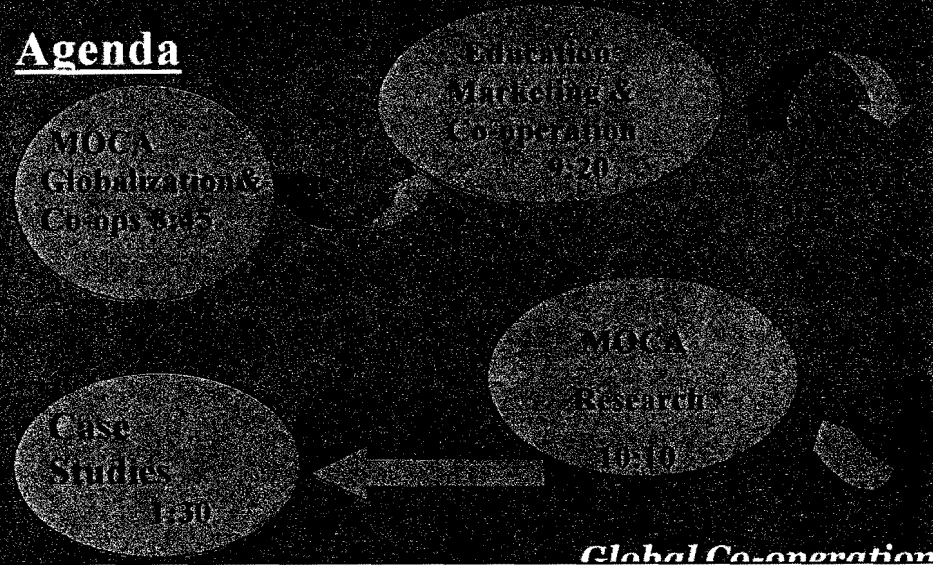


Thank you !

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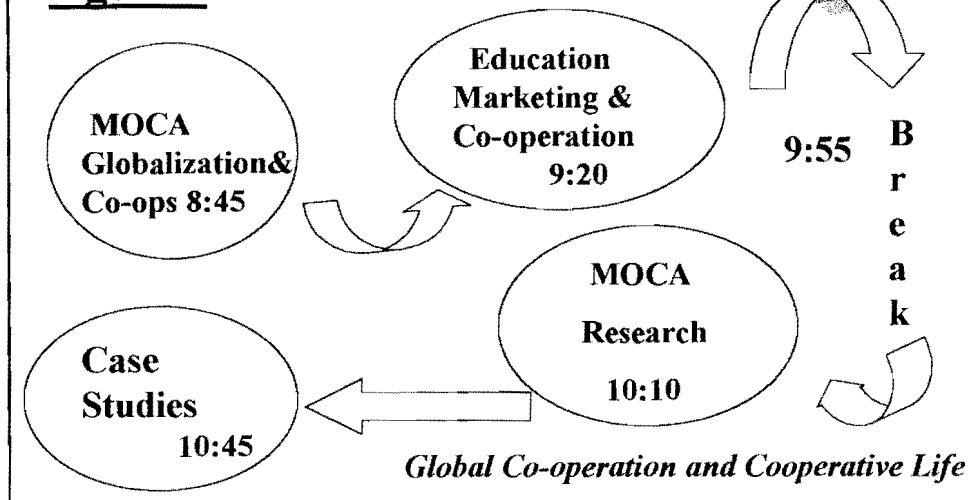
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Agenda



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Agenda



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Globalization is characterized by:

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MOCA Research

Global Co-operation Inc

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Research from:

•USA

•UK

•Canada

•Australia

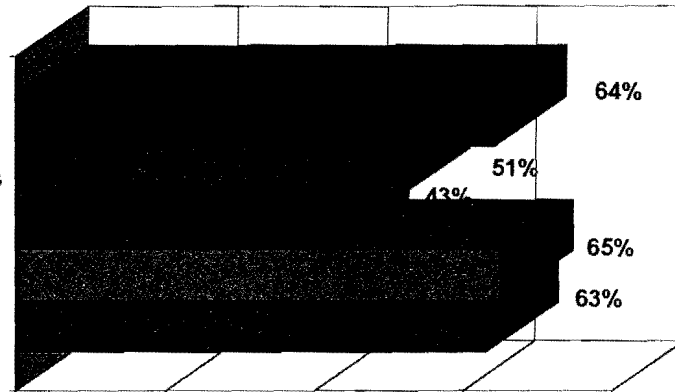
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Likelihood to use products and institutions if known to be co-operative

1994 Gallup Poll

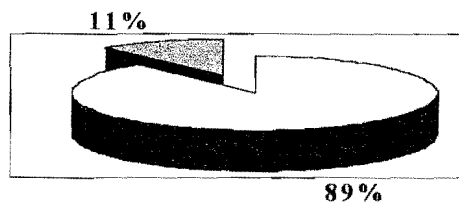
- retail products
- insurance policies
- media
- food products
- credit unions



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Would you prefer to buy a co-op product price and quality being equal?

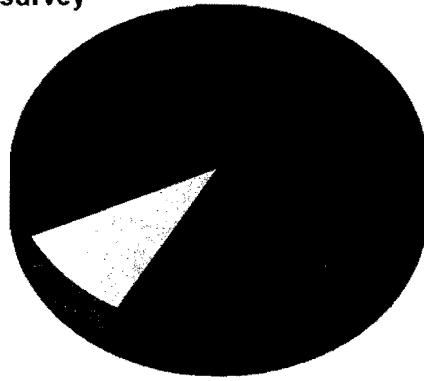


1994
Gallup
Poll
USA

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1996 Penn+Schoen
survey



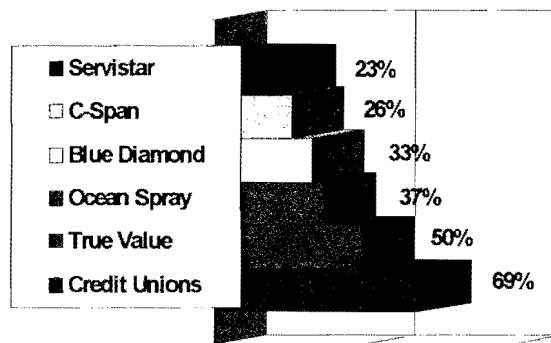
Percentage surveyed
who would prefer
competitively priced
products if they bore
the co-op label.

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Awareness of Selected Co-operative Services and Products

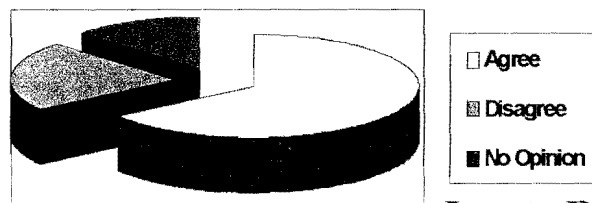
1994 Gallup Poll



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**“Credit Unions Exist to Help People.
Banks are created to maximize profit”**

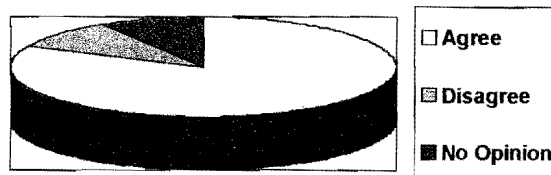


Luntz Research 199

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**“Every consumer should have
access to Credit Union services”**

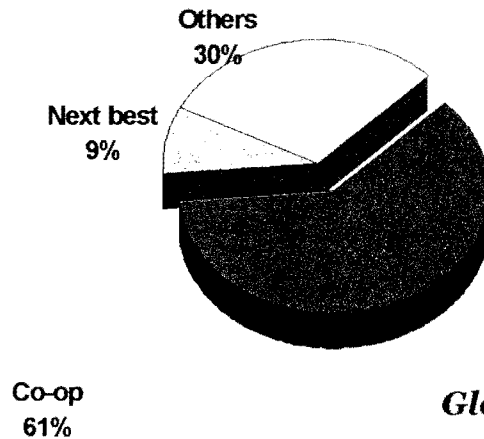


Luntz Research 1997

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Co-op Atlantic
Annual Survey

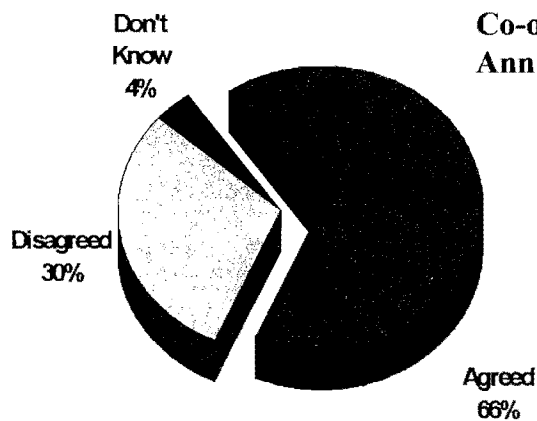


Which of the major
grocery stores were
best at keeping
money in the
community?

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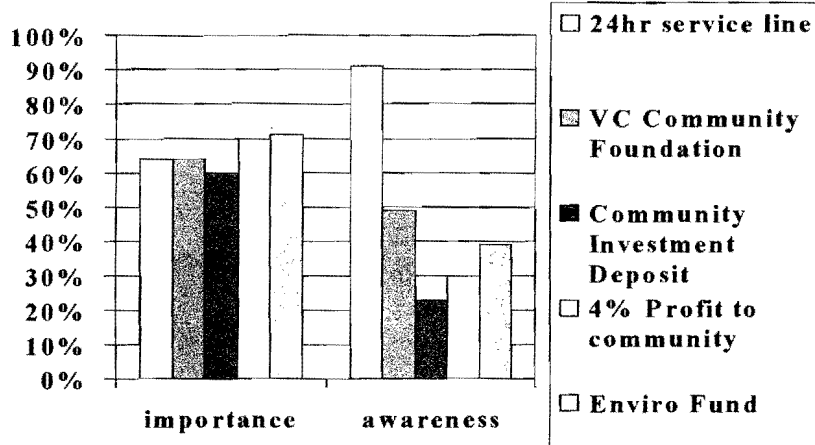
Co-op Atlantic
Annual Survey



"Co-ops are needed
in today's society."

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Marketing Our Co-operative Advantage

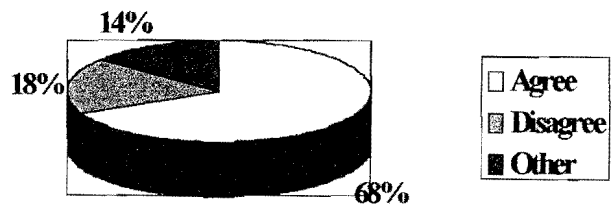


1995 Van City Survey

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**"I consciously
buy products
from
Businesses
which are
involved in my
community."**

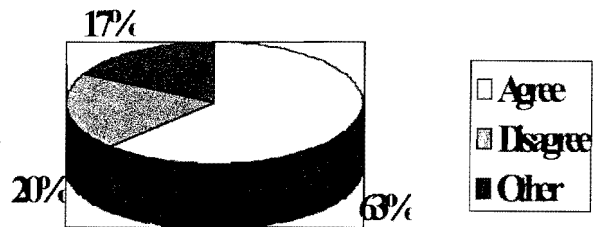


CCA BC - 1999

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“I look for and buy from businesses which operate in a socially responsible manner.”

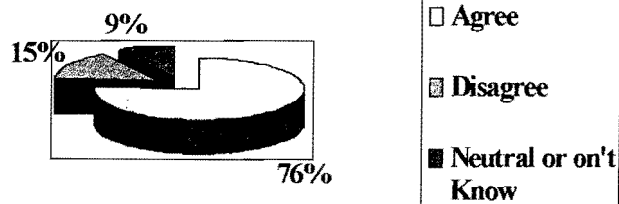


CCA BC - 1999

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“We are all responsible for taking care of each other”

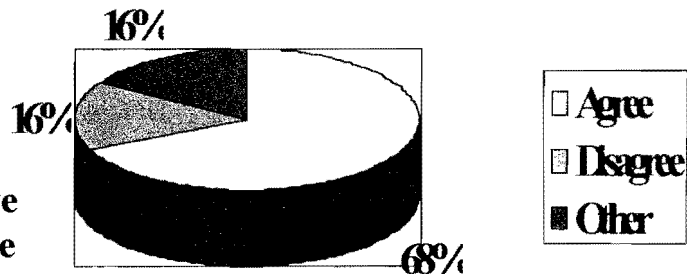


CCA BC - 1999

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“I want to have more say in the kinds of services and products I receive from business.”

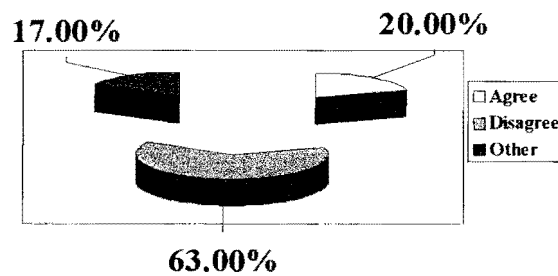


CCA BC - 1999

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“Business should worry more about profits than social issues.”

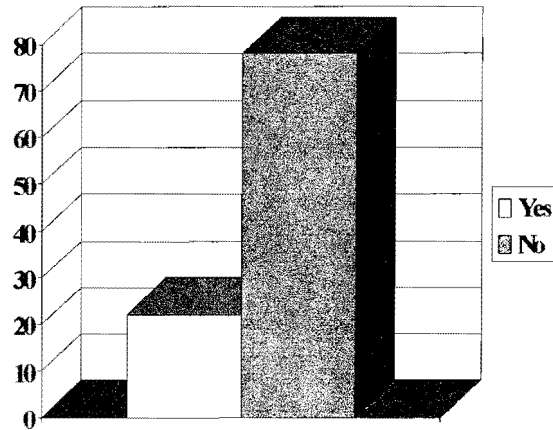


CCA BC - 1999

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“Are you a member of the Lincoln Co-operative Society?”

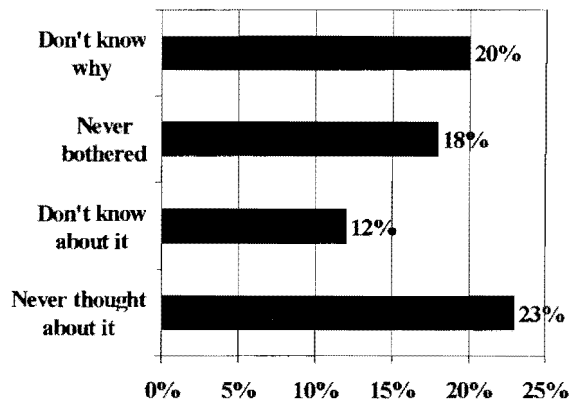


Lincoln Co-operative – 1993 Shopper Study

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Marketing Our Co-operative Advantage

“Why aren’t you a member of Lincoln Co-op Society?”

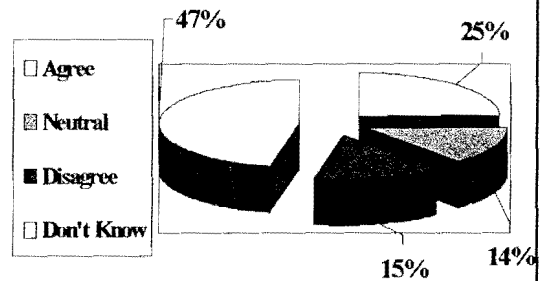


Lincoln Co-operative – 1993 Shopper Study

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“Being a co-op member means that you could actually influence the way the shops are run.”

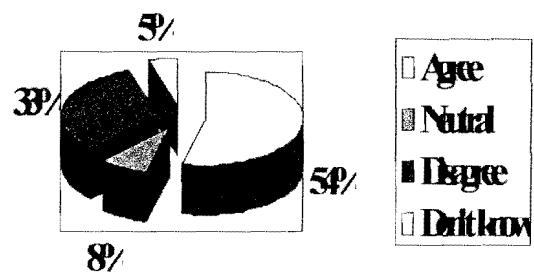


Lincoln Co-operative – 1993
Shopper Study

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“I don’t know how to become a co-op member.”

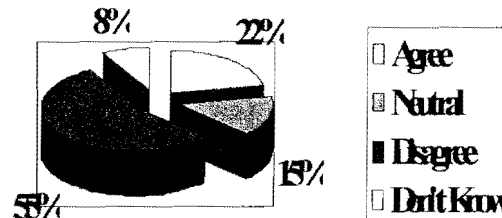


Lincoln Co-operative – 1993
Shopper Study

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“The whole idea of co-op membership is old-fashioned.”

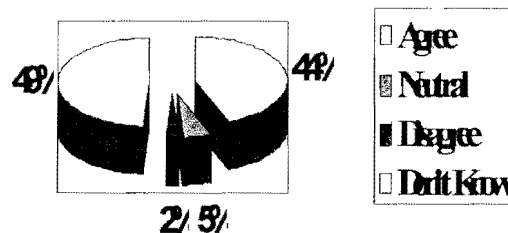


**Lincoln Co-operative – 1993
Shopper Study**

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“Lincoln Co-op Society gets involved with local community issues.”

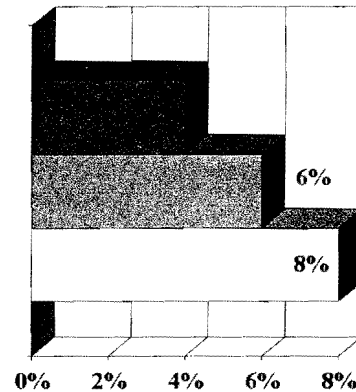
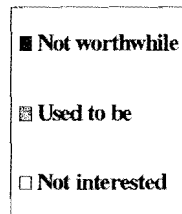


**Lincoln Co-operative – 1993
Shopper Study**

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Marketing Our Co-operative Advantage

**“Why aren’t
you a
member of
Lincoln Co-
op Society?”**

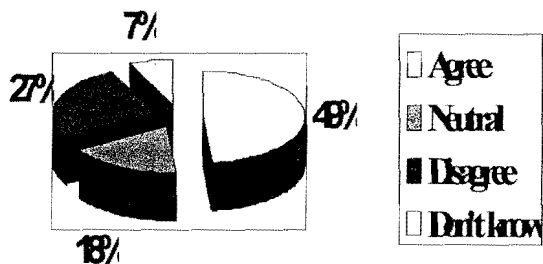


**Lincoln Co-operative – 1993
Shopper Study**

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**“I can’t see any
advantage in
being a co-op
member.”**



**Lincoln Co-operative – 1993
Shopper Study**

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Lincoln Co-operative Society

Annual meeting attendance

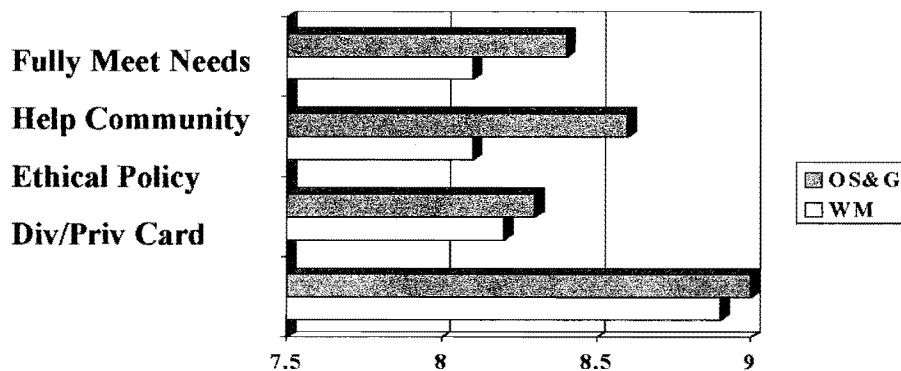
□ 1993 81

□ 1999 697

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Importance of Co-op Aims Scale of 1 to 10

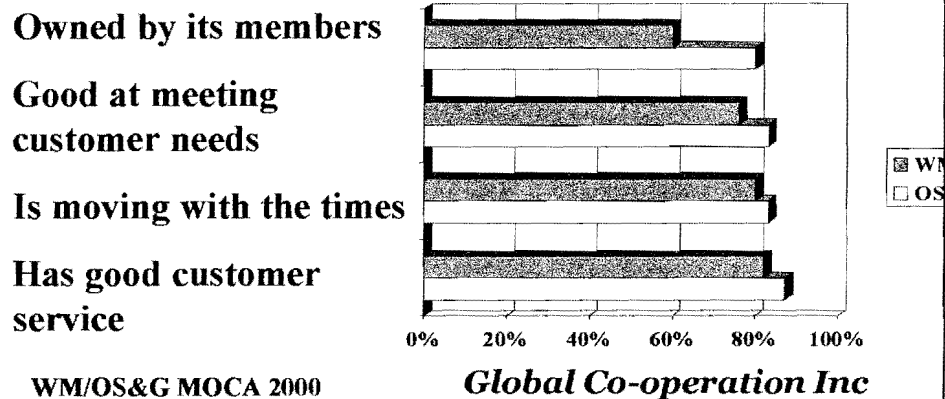


WM/OS&G Moca 2000

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Per cent who agree Co-op:



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West Midlands/Oxford Swindon & Gloucester MOCA Study 2000 – Conclusions

- *“Very strong need to reinvent the meaning and relevance of the co-operative concept for consumers and indeed employees today.”*
- *“At the core will be economic self-interest – a clear opportunity to represent the current Dividend/Member Privilege schemes.”*

WM/OS&G MOCA 2000

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West Midlands/Oxford Swindon & Gloucester MOCA Study 2000 – Conclusions

- *“Marketing Our Co-operative Advantage does have applicability to the two trading areas (and presumably beyond)”*
- *“People would think more favourably of the Co-op if they were more aware of its commitment to the community and its ethical stance”*

WM/OS&G MOCA 2000

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Discussion

- **Do you know enough about how members and the public think about your co-operative and the values of co-operation?**
- **What do you need to learn?**

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Do Australians Care About Values?

- **70% Keen to invest in companies that are socially responsible**
- **20% will accept lower rates of return to support ethical companies**

KPMG Consulting 2000

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Do Australians Care About Values?

- **4 of 10 consumers around the world acted in some way against companies they thought to be unethical (22,000 people in 21 countries – including Australia)**

Price Waterhouse 1999

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Thoughts from the tables

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Thank you

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